

# The Rear Detachment Commander's Handbook



OPERATION  
**READY**  
Resources for Educating About Deployment and You



# **The Rear Detachment Commander's Handbook**

## **Family Deployment Readiness for the Active Army, the Army National Guard, and the Army Reserve**

This handbook is a new publication of the Operation READY (Resources for Educating about Deployment and You) materials developed under a contract with Headquarters, Department of the Army, Community and Family Support Center, and Texas Cooperative Extension of the Texas A&M University System.

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## **Operation READY: Resources for Educating About Deployment and You**

**Texas Cooperative Extension  
The Texas A&M University System  
in cooperation with  
The United States Army  
Community and Family Support Center  
and Army Community Service**

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# ABOUT THIS HANDBOOK

The publication of *The Rear Detachment Commander's Handbook* follows the revision of the Operation READY materials fielded in September 2002. It provides a curriculum for training rear detachment commanders (RDCs) at installations around the world, with special emphasis on training and rear detachment operations in Europe and in the reserve components.

**Purpose.** This handbook provides RDCs a concise reference for the many aspects of running a rear detachment, and especially for dealing with family issues.

**Scope.** *The Rear Detachment Commander's Handbook* provides information on a variety of subjects relating to rear detachment operations at company and battalion levels. From regulatory information to a curriculum for training RDCs, as well as information unique to the installation and lessons learned from previous deployments, this handbook is designed to be of great help to any commander or rear detachment commander charged with the responsibilities of keeping things in order back home.

## ASSUMPTIONS

- Operational tempo in training and deployment environments will remain high for active and reserve component units for the next decade and beyond.
- Soldier/family readiness is a key factor in unit, soldier, and Army family morale, recruitment, and retention of soldiers and families and, ultimately, in successful achievement of military missions.
- Up-to-date Operation READY training materials are in place at all installations, and SFPC and FRP offices for and in active use by Family Readiness Group (FRG) leaders and key FRG committee chairpersons, FRG steering committee chairpersons, senior spouse family readiness advisors, commanders, RDCs, and non-commissioned officers (NCOs).
- The above premises apply to all active and reserve component units subject to deployment.

## PRIMARY REFERENCES

- AR 600-20 (Draft), *Army Command Policy*, Management of Family Readiness Groups, 2002.
- AR 608-1, *Army Community Service Centers*, 2001.
- AR 66-8-101, *Personnel Processing (In and Out Mobilization Processing)*.
- AR 220-10, *Preparation for Overseas Movement of Units*.

- FM 55-65, *Strategic Deployment*.

## OPERATION READY MATERIALS

Operation READY curriculum of family readiness training materials was developed by Texas Cooperative Extension, The Texas A&M University System, under contract #DASWO1-01-P-0296 to U.S. Army Community and Family Service Center, Washington, D.C., 1994, 2002. This curriculum includes the following training modules and reference materials:

- The Army Family Readiness Handbook
- The Army Leaders' Desk Reference for Soldier/Family Readiness (new)
- The Soldier/Family Deployment Survival Handbook (new)
- Army FRG Leader's Handbook
- Family Assistance Center
- Predeployment and Ongoing Readiness
- Homecoming and Reunion

Videos developed for the Operation READY curriculum by University of California–Riverside Cooperative Extension, to supplement the above materials are:

- *Army Community Service: To Get the Most Out of Life, Think ACS* (new)
- *Introduction to Operation READY* (new)
- *Family Assistance Center*
- *Family Readiness Groups—A Place to Belong*
- *Practical Readiness—Smart Ways to Minimize Deployment Hassles*
- *Coping with Stress*
- *Making Your Reunion Work*

Children's Workbooks for use by parents with their children.

The materials listed above have been distributed on CD-ROM disks to all U.S. Army installations throughout the world, as well as to U.S. Army Reserve and National Guard commands. They are also available through the virtual Army Community Service website, **[www.goacs.org](http://www.goacs.org)**. For copies of these materials, check with your local Army Community Service, Mobilization and Deployment office, SFPC and FRP offices.

This publication, *The Rear Detachment Commander's Handbook*, is an additional publication, which is available from the Community and Family Support Center.

# TABLE OF CONTENTS

## THE REAR DETACHMENT COMMANDER'S HANDBOOK

Army Acronyms.....	ix
The Challenge of Rear Detachment Operations .....	1
Commanders' Guidelines in Selecting Rear Detachment Commanders .....	3
Duties and Responsibilities of the Rear Detachment Commander .....	4
Rear Detachment Commander Checklist.....	5
Family Support.....	5
Redeployment .....	5
Duties and Responsibilities of the Family Readiness Liaison.....	7
The Unit Ministry Team and Its Role in Rear Detachment Operations .....	8
Predeployment Phase .....	8
Mobilization Phase.....	9
Sustainment Phase.....	9
Redeployment and Demobilization Phase .....	10
Family Readiness Support System—Structures .....	12
Lessons Learned from Previous Deployments .....	13
Rear Detachment.....	13
One Unit Did It This Way.....	14
A Useful Tool from Another Unit.....	16
Typical Family Assistance Type Scenarios Encountered during a Major Deployment .....	18
Typical Problem Families .....	19

## Resources

Alphabetical Listing of Services, Programs, and Centers .....	23
Considerations for Reserve Components.....	29
U.S. Army Reserve State Family Program Offices.....	30
Sample State (National Guard) Family Assistance Plan.....	31
Family Readiness for the Reserve Component .....	36
Sample Standard Operating Procedures for Rear Detachment Operations .....	42

<b>FRG TRAINING WORKSHOP LESSON PLANS .....</b>	<b>61</b>
Facilitator’s Guidelines .....	63
<b>Day One</b>	
Lesson One: Overview of the Rear Detachment.....	67
Lesson Two: Rear Detachment—Recent Lessons Learned .....	71
Lesson Three: Family Readiness Group Overview .....	75
Lesson Four: Introduction to Operation READY .....	79
Lesson Five: Army Community Service.....	83
Lesson Six: Army Emergency Relief.....	85
Lesson Seven: Army Family Team Building.....	87
Lesson Eight: American Red Cross .....	89
Lesson Nine: Medical Services/TRICARE.....	91
Lesson Ten: Finance .....	93
Lesson Eleven: Legal Assistance.....	95
Lesson Twelve: Crisis Intervention .....	97
Day One—Practical Exercises/Wrap-Up.....	101
<b>Day Two</b>	
Lesson Thirteen: Inspector General .....	103
Lesson Fourteen: Public Affairs Office .....	105
Lesson Fifteen: Army Substance Abuse Program .....	107
Lesson Sixteen: Housing Office .....	109
Lesson Seventeen: Morale, Welfare, and Recreation .....	111
Lesson Eighteen: Communication and Problem Solving .....	113
Lesson Nineteen: Mission Readiness Issues.....	119
Day Two—Practical Exercises .....	121
<b>Day Three</b>	
Lesson Twenty: Family Advocacy .....	125
Lesson Twenty-one: Predeployment Briefings.....	127
Lesson Twenty-two: Family Assistance Center.....	129
Lesson Twenty-three: Managing Stress and Burnout.....	131
Lesson Twenty-four: Casualty Assistance.....	133

Lesson Twenty-five: Preparing for Reunion.....	135
Day Three—Course Review .....	141
<b>Course Critique.....</b>	<b>143</b>
<b>RDC TRAINING WORKSHOP POWERPOINT NOTES PAGES.....</b>	<b>145</b>
<b>OTHER SAMPLE TRAINING PLANS FOR RDCs .....</b>	<b>231</b>
Sample USAREUR RDC Training Program Agenda.....	233
Sample RDC Training Program Agenda from Fort Stewart, Georgia .....	237
Sample RDC Training Program Agenda from Fort Hood, Texas.....	239
<b>BIBLIOGRAPHY AND WEBSITES.....</b>	<b>241</b>





## **ARMY ACRONYMS**

AAFES	Army and Air Force Exchange Service
ACAP	Army Career and Alumni Program
ACS	Army Community Service
AER	Army Emergency Relief
AFAP	Army Family Action Plan
AFTB	Army Family Team Building
APF	Appropriated Fund
ARNG	Army National Guard
AUSA	Association of the United States Army
BAH	Basic Allowance for Housing
BAS	Basic Allowance for Subsistence
BDE	Brigade
BDU	Battle Dress Uniform
BN	Battalion
CDR	Commander
CDS	Child Development Services
CFSC	Community and Family Support Center
CPO	Civilian Personnel Office
CYS	Children and Youth Services
DA	Department of the Army
DANTES	Defense Activity for Non-Traditional Education Support
DCA	Director of Community Activities
DECA	Defense Commissary Agency
DEERS	Defense Eligibility Enrollment Reporting System
DFAS	Defense Finance and Accounting System
DoD	Department of Defense
DPCA	Director of Personnel and Community Activities
EDRE	Emergency Deployment Reaction Exercise
EDS	Education Services
ETS	Estimated Time of Separation
FAC	Family Assistance Center
FAO	Finance and Accounting Office
FAP	Family Advocacy Program
FCP	Family Care Plan
FMEAP	Family Member Employment Assistance Program
FORSCOM	Forces Command
FRG	Family Readiness Group
FRL	Family Readiness Liaison
FTX	Field Training Exercise
HQDA	Headquarters Department of the Army
HRSC	Human Resource Service Center
IG	Office of Inspector General
IVC	Installation Volunteer Coordinator

JAG	<b>Judge Advocate General</b>
JFTR	<b>Joint Federal Travel Regulation</b>
LES	<b>Leave and Earnings Statement</b>
MIA/POW	<b>Missing in Action/Prisoner of War</b>
MRE	<b>Meals Ready to Eat</b>
MTF	<b>Military Treatment Facility</b>
MWR	<b>Morale, Welfare and Recreation</b>
NAF	<b>Non-Appropriated Funds</b>
NCO	<b>Noncommissioned Officer</b>
OCONUS	<b>Outside Continental United States</b>
OTSG	<b>Office of the Surgeon General</b>
PAC	<b>Personnel Administration Center</b>
PAO	<b>Public Affairs Officer</b>
POA	<b>Power of Attorney</b>
POC	<b>Point of Contact</b>
POV	<b>Privately Owned Vehicle</b>
PX	<b>Post Exchange</b>
RD	<b>Rear Detachment</b>
RDC	<b>Rear Detachment Commander</b>
REG	<b>Regulation</b>
SBP	<b>Survivor Benefit Plan</b>
SJA	<b>Staff Judge Advocate</b>
SOP	<b>Standard Operating Procedure</b>
STARC	<b>State Area Command</b>
TDY	<b>Temporary Duty</b>
TRADOC	<b>Training and Doctrine Command</b>
TRICARE	<b>Military Medical Health Plan</b>
UCMJ	<b>Uniform Code of Military Justice</b>
USAPA	<b>United States Army Publishing Agency</b>
USARC	<b>United States Army Reserve Command</b>
USO	<b>United Service Organization</b>

## THE CHALLENGE OF REAR DETACHMENT OPERATIONS

*Man has two supreme loyalties – to country and to family. . . So long as their families are safe, they will defend their country, believing that by their sacrifice they are safeguarding their families also. But even the bonds of patriotism, discipline and comradeship are loosened when the family itself is threatened.*

William Tecumseh Sherman  
General, United States Army, 1864

Rear detachment duty is one of the most important assignments in a deployment. The morale of the soldier is closely tied to the morale and state of his or her family back home. When things are going well with the family, the soldier is happy and is able to focus on his responsibilities within the unit's mission. When things are not going well back home with the family, the soldier is distracted by worry about his family, which makes him less than fully focused and absorbed in the mission, and perhaps a danger to himself and his fellow soldiers.

In the same way, the unit commander in the theater of operations needs to give full attention to his mission. But if he is constantly dealing with family problems at home station (HS), he is also distracted from his mission—to keep his soldiers safe and bring them back to their families.

In addition to his family readiness responsibilities, the rear detachment commander (RDC) is also responsible for all military personnel and equipment remaining at home station. The importance of the RDC is seen in this challenge:

- Keep order back at home station.
- Keep the unit running.
- Oversee the stay-behind personnel.
- Account for property.
- Help families solve their problems at the lowest level possible so problems and resulting anxieties do not overflow to the deployed soldier or require the attention of the commander in the theater.

Timeliness is critical. Moving quickly to assist families in solving their problems at a basic level prevents the problems from mushrooming out of control and spilling into the theater, where the commander has to deal with them.

The rear detachment commander, who is successful in the mission of caring for the families back home and keeping the maintenance and administrative functions of the unit functioning well, is valuable to the commander in the field. The successful RDC is largely responsible for the readiness and effectiveness of the deployed unit in theater.

This handbook seeks to help the rear detachment commander in dealing with the myriad of problems, responsibilities, and challenges that come in any deployment—whether it is in the north forty of the local training area or in a wartime deployment in another part of the world.

## **COMMANDERS' GUIDELINES IN SELECTING REAR DETACHMENT COMMANDERS**

1. Commanders should select RDCs early and put them on orders. This enables the RDC to get as much available training as possible, coordinate with the Family Readiness Groups (FRGs) and other key personnel in the rear, and become familiar with the unit's unique requirements.
2. Commanders make their selections carefully; the RDC represents the commander to the families and other soldiers left behind. The RDC also relates to higher headquarters as well as subordinate units. Clearly, the best-qualified soldier for this duty is a person with people skills, administrative abilities, technical experience, maturity, and good judgment. A good choice of rear detachment commander enhances soldier readiness in the theater. Commanders who leave a sub-standard soldier in charge of rear detachment operations will find much time consumed in problem-solving communications with the rear.
3. The selected RDC should receive proper training. Often, Army Community Service (ACS) provides this. Otherwise, the battalion Schools NCO or G3 at the next higher headquarters should be contacted.
4. The recommended minimum rank requirements for RDC include:
  - (a) MSC (major subordinate command)/division/separate brigade level RDC—field grade officer.
  - (b) Battalion/separate company RDC—commissioned officer.
  - (c) Company/battery/troop RDC—senior NCO.
5. The commander should consider investing Uniform Code of Military Justice (UCMJ) authority with the RDC at battalion and brigade levels. Supervision, maintaining good order and discipline, and ensuring personnel accountability will be facilitated if the rear detachment commander has this authority.
6. The rear detachment should have a document signed by the battalion commander or brigade commander, which sets forth the commander's redeployment criteria from theater. This ensures a clear understanding of the conditions under which a soldier may be sent home early.
7. A mechanism needs to be in place to make the soldier on emergency leave—to home station or to home of record—accountable to the rear detachment commander. If the RDC is not aware of the status of the soldier on emergency leave and his/her travels to/from home, personnel accountability will suffer.

## **DUTIES AND RESPONSIBILITIES OF THE REAR DETACHMENT COMMANDER**

- Perform duties as unit commander.
- Maintain regular contact with the unit commander at the mission location.
- Ensure that FRG members have opportunities to maintain contact with deployed soldiers.
- Coordinate with the American Red Cross regarding emergency information on unit soldiers and family members.
- In conjunction with the FRG leader and family readiness liaison (FRL), prepare and submit a weekly Family Readiness Situation Report (FR Sitrep) to next higher.
- In conjunction with the FRG leader, coordinate with the FRG steering committee, higher command, post resources, and Family Assistance Center (FAC) (if applicable).
- Provide information on important unit news to the FRG leader.
- Field questions and concerns from FRG leaders and, when necessary, FRG members.
- Maintain an inventory of unit and installation property signed for, and make weekly or daily checks as required.
- Oversee administrative operations of the unit; submit required reports to higher; carry out personnel actions for those stay-behind soldiers; supervise remaining military personnel assigned or attached.

# REAR DETACHMENT COMMANDER CHECKLIST

## Family Support

1. Develop unit instructions on what to do when a family member has a problem.
2. Provide step-by-step instructions, detailing whom to refer the family member to during duty hours and non-duty hours.
3. Provide a list of possible problems and agencies to contact for assistance.
4. Maintain a record of all family member requests for assistance during the deployment.
5. Maintain a record of follow-up actions to assist the family members during the deployment.
6. Keep FRG leaders informed of all assistance to family members.
7. Coordinate and provide reunion training for family members before the unit redeploys.
8. Provide information to family members on when the soldiers are returning.
9. Monitor family care plans.
10. Provide a copy of Assumption of Command orders to Army Emergency Relief (AER).
11. Ensure all deploying soldiers have completed the Individual Deployment Family Survey (pages 111-112 in *The Army Family Readiness Handbook*, Operation READY, 2002).
12. Establish a standard operating procedure (SOP) for distributing Leave and Earnings Statements (LESSs) to spouses.
13. Provide an up-to-date roster of family members to FRG leaders.
14. Watch for signs of stress/burnout in rear detachment (RD) soldiers and FRG leaders. Refer to training classes in stress management through ACS and MEDDAC (medical activity).
15. Ensure family members who choose to leave during the deployment notify the RDC and arrange for quarters to be cared for during their absence.

## Redeployment

1. Determine when the RD should stop forwarding mail to the deployed unit.
2. Plan with the FRG leaders for a homecoming event.
3. Coordinate for a gym or another type of assembly area.
4. Coordinate transportation from the airfield.
5. Coordinate transportation of bags and equipment.

6. Coordinate for railhead operations, etc.

What is the plan for:

1. Sensitive items accountability?
2. Sensitive item turn-in during redeployment?
3. Weapons turn-in?
4. Barracks rooms?
5. Privately owned vehicle (POV) retrieval?
6. Stored items?

Who will be coming back on the first flight?

Unit armor.

1SG.

S-2 (POVs).

Supply (prep office and re-issue stored high dollar items).

When will the returning unit assume the staff duty responsibilities from the RDC?



## **DUTIES AND RESPONSIBILITIES OF THE FAMILY READINESS LIAISON**

- Serve as a link between command and families, soldiers, and installation service providers.
- Coordinate with the ACS mobilization/deployment program, unit FRG leaders, FRG steering/advisory committee, and command training and personnel officers to arrange for FRG training and predeployment briefings for all soldiers and families.
- Ensure that families and soldiers are referred for financial counseling, Family Advocacy, or other essential services as needed.
- Serve as the link between the FRG and commander.
- Provide FRG logistical and administrative support as needed.
- Update the unit roster monthly, annotating new members; provide the updated roster to FRG leaders.
- Provide support for the FRG newsletter production.
- Maintain a record of addresses and phone numbers of families who leave the geographical area during deployments.
- Maintain Operation READY videotapes and training modules for use by unit FRGs.

## **THE UNIT MINISTRY TEAM AND ITS ROLE IN REAR DETACHMENT OPERATIONS**

In a deployment, installation religious support is responsible for the following major areas of family support:

- Prepare and assist soldiers and families for military operations.
- Sustain religious support operations during deployments and mobilizations.
- Assist in redeployment training for families on the installation.

### **Predeployment Phase**

The unit ministry team (UMT), working in concert with the rear detachment commander, can enhance its ministry to families in the predeployment phase of mobilization. Religious support provided to soldiers and their families directly contributes to the success of mobilization and deployment. Religious support fosters family wellness—a substantial factor in soldier readiness. Lessons learned from previous deployments and other research establish that soldiers deploying while anxious about personal and family problems are more vulnerable to combat stress. They are more likely to experience panic, poor judgment, battle fatigue, and the loss of the will to fight. Moreover, they can become a danger to themselves and to others when distracted by family problems back home. The RDC, FRG, and UMT become a clearinghouse for solving family problems on the home front, at the lowest level possible, so the ramifications of it don't bubble up at the theater of operations to distract the unit commander.

The deploying UMTs, in concert with non-deploying UMTs, provide transition activities for soldiers and their families. This is a critical time for families, for they must be able to identify the UMT who is assigned by the installation chaplain to provide religious support. Appearances at predeployment briefings and other unit preparatory functions with the deploying UMT assists in accomplishing this identification with the unit.

As information about the deployment becomes available, the unit provides predeployment briefings to families. Predeployment briefings include information on services that will be available on the installation during the deployment. UMTs participate in predeployment briefings to provide religious support information to families. This is an ideal time for the deploying UMT to introduce the non-deploying UMT to the families, the FRG leaders, and the rear detachment commander and staff. Exchanging phone numbers, e-mail addresses, and other information can be done at the predeployment briefings, along with personal meetings with these key people.

## **Mobilization Phase**

The non-deploying UMT has the following responsibilities to stay-behind families:

- Ensure FRG religious support. The unit chaplain and assistant, who have made the effort to get to know the FRG leaders and the make-up of the FRGs, will pave the way for the incoming non-deploying UMT providing coverage for the unit. Getting to know the RDC staff at the unit is key to gaining visibility and credibility with the families.
- State Area Command (STARC) UMTs provide religious support to families at Family Assistance Centers. The FAC is the primary way the National Guard conducts rear detachment operations.
- Reserve components conduct rear detachment operations differently than active components. A rear detachment commander may or may not be appointed. Often the recruitment and retention NCOs will provide this function. The non-deploying UMT will find it productive to coordinate early and often with the FAC team handling family matters from the armory or reserve center. The UMT's presence for religious support input at the soldier readiness processing (SRP) site for overseas movement activities is key to this process. Support can also be given to FRGs, which use this forum to collect information on families for communication and information purposes.
- A lack of sufficient information, concern for coping without a spouse or parent, and the trauma brought on by a soldier's departure can generate stress within the family. Because families need religious support during this period, many will turn to the UMT. The non-deploying UMT needs to be on call by the rear detachment commander personnel, who are often the first to hear of trouble.

## **Sustainment Phase**

### ***Family Readiness Groups***

Command-sponsored FRGs are a vital link between soldiers, their families, the command, and the unit. Volunteer family members lead FRGs, and each deploying unit establishes its own FRG. Chaplains and chaplain assistants support these groups by attending meetings, by telephone contact with the FRG leader, and by coordinating with the FRG and the rear detachment in solving family problems.

### ***Specialized Religious Support***

When units are deployed, the reserve component (RC) provides UMTs to assist in sustaining support to families. UMTs support the commander's FRG initiatives and also provide a vital role in supporting families when the unit's soldiers are deployed.

The rear detachment will need UMT support on a regular basis, particularly during a wartime or long-term deployment. Rear detachment personnel will be swamped with families with issues, as well as mission-specific requirements for keeping the unit running. Some UMTs have an office at the rear detachment headquarters or at the FAC, which makes it easier for the RDC to locate the UMT in an emergency. UMTs should not overlook the rear detachment personnel as persons needing religious support, counseling, or just a time to ventilate. Their job stress will be high.

## **Redeployment and Demobilization Phase**

The redeployment and demobilization phase begins with reunion briefings given to redeploying forces in the theater of operations. It continues with the arrival of forces at the mobilization station/installation.

### *Reunion Training*

Reunion support to soldiers, authorized civilians, and families is given to ease the transition from mobilization/deployment to demobilization/redeployment. Counseling (individual and group), workshops, and worship are critical for reconstitution.

Reunion briefings and workshops help to minimize the problems for soldiers, families, and units. These events equip soldiers with coping skills to face the challenge of reintegration to families, peer groups, and units. Before departing a theater of operations, UMTs coordinate with the S1/G1 for reunion briefings and workshops. The workshops teach skills needed to reconnect with younger children or to bond with newborns. During the pre-reunion period, soldiers and families wonder, “What will it be like to be together again?” and “How has this experience changed us and our relationship?” While deployed UMTs conduct workshops in theater, non-deployed UMTs conduct similar workshops for waiting families. A library of training materials incorporating reunion training is available through Army Community Service. Operation READY materials for reunion workshops include a lesson plan for soldiers and another very similar one for family members, along with a video and handouts. These materials are available from ACS or at the **[www.goacs.org](http://www.goacs.org)** website.

UMTs coordinate with the rear detachment commander to schedule reunion briefings for the FRGs, using the materials described above. The demand for such workshops and briefings may outstrip the UMT’s ability to handle it; at that point, consider training the RDC to give these workshops.

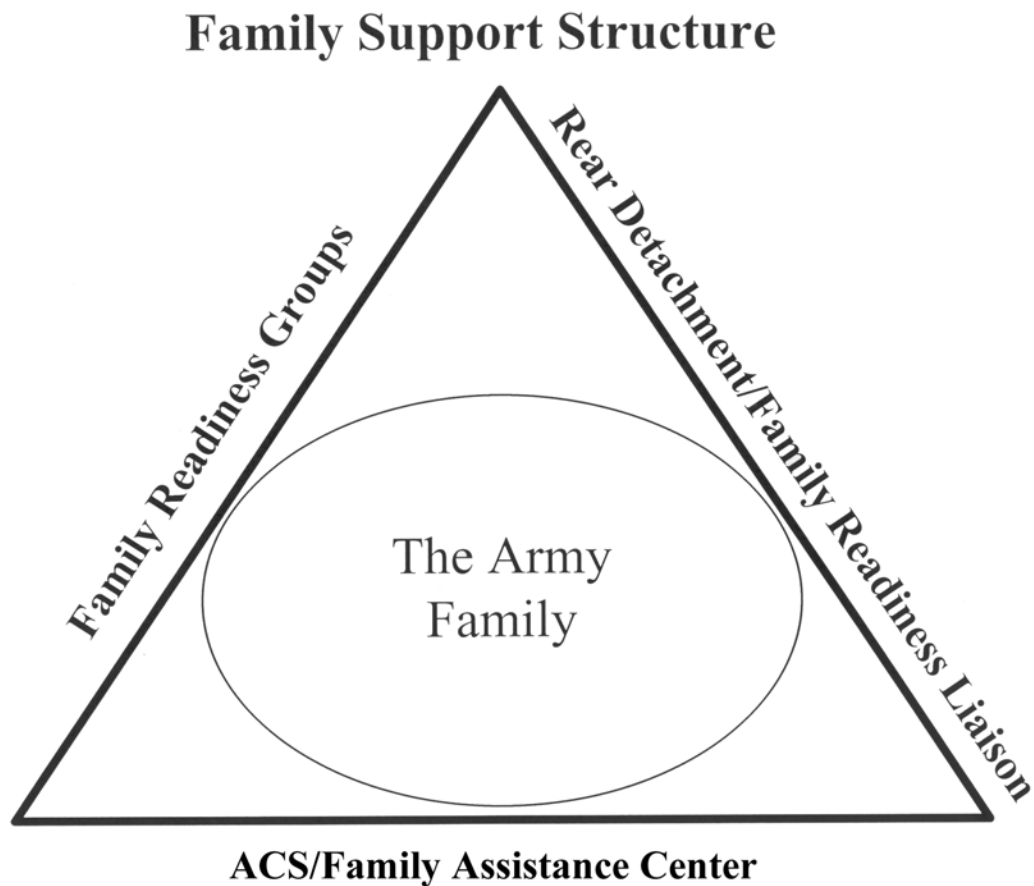
Religious support during reunion assists soldiers and family members in dealing with the stress that may occur while attempting to integrate experiences while separated, as well as personal expectations of family life after redeployment. UMTs help to restore and preserve the relationships couples and families knew before deployment. During the reunion, UMTs join with the installation religious team, ACS, RDC, FRL, STARC, MUSARC (Major U.S. Army Reserve Command), family program coordinators, and mental health personnel to provide family assistance. As married soldiers encounter reunion issues with spouses, single soldiers will experience reunion struggles with family and friends. Soldiers deployed as individuals or in small detachments also experience reunion problems upon return to their units.

The reintegration of soldiers who deployed with those who did not is an important consideration for UMTs. During mobilization, many soldiers may deploy at different times or with other units as a result of cross leveling. During demobilization, they may also return to home station at different times. Feelings of resentment can surface in the unit and families because some soldiers have returned and others have not. RC soldiers are faced with reentry into the civilian work force, which is another concern. Again, working with the rear detachment personnel to identify these concerns and deal with them provides a fertile field of ministry.

Teamwork is the key to helping families—linking to the rear detachment, FRGs, and FAC—and seeing positive and understanding soldiers and families reuniting at the end of the deployment.

## **FAMILY READINESS SUPPORT SYSTEM—STRUCTURES**

The family support structure, shown in the figure below, demonstrates the relationship among the three components of Army family support: ACS and FAC; the FRG; and the unit itself through the rear detachment commander and FRL.



## LESSONS LEARNED FROM PREVIOUS DEPLOYMENTS

*Excerpted from Center for Army Lessons Learned (CALL) Newsletter 90-11. Available from <http://call.army.mil>*

### Rear Detachment

**Observation:** Some RDCs were selected because of their availability.

**Discussion:** The RDC is responsible for all soldiers, unit and installation support missions, training of replacements, property accountability, and care of deployed soldiers' families. This requires a capable and talented officer.

**Lesson(s):** Select RDCs based on their ability, rank, and experience. Identify the RDC before or early in the deployment sequence. Provide workspace and time for RDCs to coordinate with the Family Assistance Center, the chain of concern, and higher rear detachment headquarters. Select a rear detachment commander who can serve through the duration of the operation, or ensure a transition period.

**Observation:** Lack of information to RDCs resulted in poor personnel accountability, use of soldiers, and care of unit property.

**Discussion:** Some rear detachment organizations consolidated soldiers from subordinate units, creating a new unit organized with soldiers unfamiliar to the RDC. Lack of information on soldier capabilities (physical profiles and experience) hindered RDCs' decisions on how to best employ them. Insufficient guidance on the disposition of organizational equipment and personal property caused problems for RDCs.

**Lesson(s):** The losing unit must provide information files on nondeploying soldiers, explaining the reason they are nondeployable, their duty position, and their separation date from the rear detachment. The losing unit must brief the RDC on what he is to do with remaining equipment. Consider that equipment may have to be moved from storage or sent forward to the unit.

**Observation:** Units stored soldiers' personal property in billet rooms, company orderly rooms, motor pools, and other locations resulting in a variety of problems for the rear detachment.

**Discussion:** The rear detachment is required to secure and guard each location. Property moved to provide space for mobilizing units caused problems. Soldiers living off post were not provided storage space. Storing property in centralized locations provided better security and control. This method decreased the number of guards required, allowed easier access and control of property if it required movement, and provided space to store property of soldiers living off post.

**Lesson(s):** Develop a plan to store, account for, secure, and move personal property of soldiers living on and off post. Centralize storage at battalion level. Use a single facility large enough to store all personal property. Designate one person to control the storage facility.

## **One Unit Did It This Way . . .**

### *The Football*

UMTs based in Baumholder formulated a referral process using a form, called “The Football,” for requesting chaplain support for families. (A copy of the form is shown on the following page.) They coordinated these requests through the rear detachments and passed information from the BSB (Base Support Battalion) in Germany to the Kosovo theater regarding chaplain-specific issues and needs. The parties agreed that once you had the “football,” you couldn’t put it down until someone else relieved you of it. This was called a “solid referral.” The goal was that no one would fall through the cracks. The “team” included RDCs, UMTs, ACS, and other helping agencies.

Their communication through the rear detachment enabled UMTs at the BSB to communicate to the chaplains on the ground in the theater of operations in Kosovo about problems back at home. The UMTs in the Kosovo theater would personally accompany the soldier when he arrived at the home base and, if necessary, hand him off to the BSB chaplain if the situation at home was serious enough to warrant it. They headed off many potentially serious domestic problems by utilizing this method.

#### Glossary:

The Football: Request form for chaplain support (shown on the next page).

Solid Referral: “You have the football until relieved of it.”

Goal: “Nobody falls through the cracks.”



**“THE FOOTBALL”  
Family Member Support Form**

Name: \_\_\_\_\_ Sponsor's Rank: \_\_\_\_\_  
Unit: \_\_\_\_\_ DSN #: \_\_\_\_\_ Home #: \_\_\_\_\_  
Spouse's Religious Preference: \_\_\_\_\_ Religious Pref: \_\_\_\_\_

**Summary of Issues:**

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**Referral Needed:**

- |   |  |
|---|--|
| <input type="checkbox"/> Rear Detachment (phone #)            | <input type="checkbox"/> Primary Care Clinic (phone #)     |
| <input type="checkbox"/> Family Readiness Liaison (phone #)   | <input type="checkbox"/> Social Work Services (phone #)    |
| <input type="checkbox"/> Mental Health (phone #)              | <input type="checkbox"/> Military Police (phone #)         |
| <input type="checkbox"/> Red Cross (phone #)                  | <input type="checkbox"/> Finance/Rear Detachment (phone #) |
| <input type="checkbox"/> Army Community Services<br>(phone #) | <input type="checkbox"/> Other: _____                      |
| <input type="checkbox"/> Chaplain see listing below           |  |

**Chaplain Support Coverage Plan:**

Unit	Name of Chaplain	Phone
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**How to Get a Chaplain:**

1. Call the chaplain that is listed by your unit.
2. Call the chaplain help line.
3. Call the staff duty officer.
4. Call any chaplain on the list.
5. Call the military police.

## **A Useful Tool from Another Unit**

### *Soldier At-Risk Screening Matrix*

Another useful tool for rear detachment operations is a screening matrix used to identify soldiers who have critical issues while deployed and who may need special attention upon returning home.

This matrix identifies most of the at-risk characteristics commanders have used before in tracking the risk assessment of their units.

The senior NCOs of the unit compile the list prior to deployment. Each section/squad/detachment leader forwards these lists to their supervisor, and the first sergeant puts the final list together. Of course, all information is confidential, and the matrix should be protected by a FOUO (For Official Use Only) cover. When the number of X's by a soldier's name grows to more than three, the command and staff of the unit should be made aware of potential problems upon returning home. The unit chaplain should be consulted to see if this might result in the need for a "football," as described previously.

One rear detachment commander used this list to contact spouses of the at-risk soldiers to let them know the unit had arrived safely at the deployed location, all was well, etc. The spouses appreciated this information and were grateful for the initiative of the RDC.

#	RANK	GRADE	NAME	Money Issues	Pregnancy	EFMP	Domestic Violence	ETOH	UCMJ	Excessive Counseling	Divorce/Separation	Child Custody	Spouse Leaving Area	Sick Relative	Young Spouse	PCS**	ETS**	Unit specific	Unit specific	Other	Rear Detachment
1	SGT	E-5																			
2	SSG	E-6																		X*	
3	SGT	E-5														12					
4	SGT	E-5														12					
5	PV2	E-2																			
6	PFC	E-3																			
7	SPC	E-4																			
8	SPC	E-4																			
9	PFC	E-3																X			
10	PFC	E-3																			
11	SPC	E-4																			
12	SPC	E-4		X																	X
13	SFC	E-7																			
14	SFC	E-7																			
15	SFC	E-7																			
16	PV2	E-2															01				
17	MSG	E-8																			
18	SPC	E-4																			
19	SPC	E-4																			
20	SSG	E-6																			

\*The X indicates an issue or concern for the soldier in the category named above.

\*\*The numbers in the PCS/ETS boxes indicate the month in which the soldier will PCS/ETS.

## **TYPICAL FAMILY ASSISTANCE TYPE SCENARIOS ENCOUNTERED DURING A MAJOR DEPLOYMENT**

1. Financial problems.
  - a. Lack of funds to deal with family emergencies.
  - b. Lack of funds to meet basic necessities.
  - c. Lack of funds due to mismanagement.
  - d. Spouse lacks access to funds, checking accounts, etc.
  - e. Spouse knows little or nothing about family finances.
2. Spouse decides to leave installation and go home for the duration of the deployment.
  - a. Spouse wants household goods shipped to temporary home. Unauthorized.
  - b. Spouse is young and expecting first child; moving complicates medical care.
  - c. Spouse has several children and wants to move back home; spouse does not want to move in with Mom and Dad, yet can't afford the rent on another place.
  - d. Family departs the local area and leaves quarters unattended without notifying unit.
  - e. Local landlord calls and residence has been abandoned along with pets.
3. Marital problems.
  - a. Infidelity or suspicion of infidelity by either the soldier or spouse.
  - b. Little or no communication by the family or soldier during the deployment.
  - c. Deployment interrupts ongoing, dysfunctional marriage that continues to deteriorate.
4. Coping.
  - a. Spouse lacks coping skills; has a hard time dealing with deployment-related stress.
  - b. Children lack coping skills. Taking cues from stressed parent, they act out, create disciplinary problems in school, or get in trouble with authorities, etc. Stressed parent begins physical or emotional abuse of children.
  - c. Soldier lacks coping skills and becomes stressed and distracted from his mission.
5. Lack of information.
  - a. Unit unable to locate family; telephone disconnected.
  - b. Family member does not know who and where to turn to for assistance.
  - c. Family member has no knowledge of the rear detachment/FRG or any military community assistance agencies.

- d. Family member does not speak English.
  - e. Family member does not drive or have a driver's license.
  - f. Family member does not have a power of attorney and cannot conduct financial transactions, etc.
6. Medical problems.
- a. Physical/pregnancy.
  - b. Mental or emotional.
  - c. No knowledge of or access to medical facility.
7. Problems with children.
- a. Child abuse, neglect, or abandonment.
  - b. Underage child(ren) left home alone.
8. Family reunion problems.
- a. Unrealistic expectations due to lack of communication.
  - b. Domestic violence problems may surface if deployment has been troublesome for spouse left at home.
  - c. Increase in seriousness of marital problems. (See 3c above.)

### **Typical Problem Families**

*Excerpted from The Family Support Group Leader's Handbook (USARI, 2000).*

**Multi-problem families.** These families have notable problems (poor financial management, spouse or child abuse, or problems with schools or the law) even before the deployment begins. (Refer to professional staff: ACS, Children and Youth Services, Family Advocacy, or Social Work Services.)

**Excessively dependent spouses.** These are often young and inexperienced spouses who usually function well as long as the soldier is present. However, they are unable to function alone because they lack the skills or because the soldier has taken away many of the essential tools for running a household. Most of these spouses can and do become independent with coaching and some short-term help.

**Excessively demanding spouses.** These spouses expect the FRG or the Army to provide them with services on demand. They are seldom satisfied with what is done for them, often claiming that it was too late and too little. These spouses should be treated with respect yet clearly told what the FRG will and will not do to assist them.

**Families that scheme early returns.** These spouses (often with their soldiers' help) plot to develop some scenario that will result in the early return of the soldier from the deployment. The indicator that you are facing a scam is that each of your suggestions for how to continue to cope with the absence will be met with an objection for why that suggestion will not work and repetition that only the soldier's return will fix the problem. *Everyone* must make it clear that "the game" will not work.

# Resources



## **Army Community Service (ACS)**

*Real Life Solutions for  
Successful Army Living*





## ALPHABETICAL LISTING OF SERVICES, PROGRAMS, AND CENTERS

The following listing of agencies, services, centers and programs is furnished for local use. Insert phone numbers for your local installation where indicated and listed.

AAFES Facility .....	
Action Line .....	
AIDS Hotline .....	800-342-2437
Alcohol and Drug Abuse Prevention and Control .....	
Alcoholics Anonymous (24 hrs) .....	
Ambulance .....	911
Animal Control on Post .....	
Animal Shelter .....	
Army Career and Alumni Program (ACAP) .....	
Army Continuing Education System (ACES) .....	
Army Community Service (ACS).....	
Army Emergency Relief .....	
Army Family Team Building (AFTB).....	
Auto Craft Shop .....	
Better Opportunities for Single Soldiers (BOSS).....	
Bowling Center .....	
Boy Scouts .....	
Budget Counseling Class .....	
Carlson Wagonlit Travel .....	
Chaplain Office (24 hrs) .....	
Chaplain .....	

Child Abuse Hotline Information and Referral .....	
Child Abuse or Neglect (County reporting) .....	
Child Abuse or Neglect (Military reporting) .....	
Child Abuse or Neglect Information .....	
Child Development Services .....	
Childcare Development Center.....	
Club, Officer's (mgr) .....	
Club, NCO (mgr) .....	
Community Life Program .....	
Community Recreation Division .....	
Community Youth Liaison .....	
Credit Reports: Equifax 800-525-6285; Experian 800-301-7195; TU 800-680-7289	
Credit Union .....	
Crime (Report a Crime) .....	
Crisis Line (24 hrs) .....	
Commissary (Main) .....	
Debt Counseling (Financial Man. and Emergency Assistance) .....	
Directorate of Public Works and Housing .....	
Domestic Abuse and Prevention.....	
Domestic Abuse Hotline .....	800-799-SAFE
Domestic Disturbance Assistance .....	
Domestic Violence Shelter .....	
Drug and Alcohol (Risk Reduction Program) .....	
Education Center.....	
Electric Company.....	

Electrician .....	
Emergency Room.....	
Emergency Financial Assistance (AER).....	
Emergency Food .....	
ENT Clinic .....	
Exceptional Family Member Program (EFMP).....	
Family Advocacy Program .....	
Family Housing.....	
Family Member Employment .....	
Family Readiness Group Program .....	
Financial Counseling .....	
Financial Management and Emergency Assistance.....	
Financial Planning/Consumer Affairs/Assistance .....	
Fire Prevention.....	
First Aid Classes .....	
Fisher House .....	
Food Stamp Program (Screening Only) .....	
Gas Company.....	
Girl Scouts .....	
Golf Course.....	
Health and Safety Classes.....	
HELP.....	
Health Clinic .....	
Hospital Information.....	
Housing - Mayors .....	

Housing Office .....

Housing: Off-Post Referral .....

Housing: On-Post.....

Housing Maintenance .....

Ice Skating Rink .....

I.D. Card Facility .....

Information .....

Information Referral and Follow Up .....

Installation Volunteer Program.....

Job Assistance Program .....

Legal Assistance .....

Lending Closet.....

Library (Main Post) .....

Library .....

Mental Health .....

Military Police Desk (MPs) .....

Morale, Recreation and Welfare (MWR) Office .....

Movie Information .....

Music Instruction .....

MWR.....

New Parent Support Group.....

Painter .....

PCS Pre-Move Briefing .....

Pharmacy .....

Plumber .....

Poison Control .....	800-848-6946 800-672-1697
Post Exchange (PX) .....	
Post Locator .....	
Post Office .....	
Rape Crisis .....	
Recreation Areas .....	
Recreation Equipment Checkout Center .....	
Red Cross (Local) .....	
Red Cross for emergency reporting and verification— Armed Forces Emergency Center (24 hrs) .....	1-877-272-7337
Relocation Assistance Program .....	
Roofer .....	
School Administration Office .....	
Skating (on post) .....	
Social Work Services .....	
Sports Office .....	
Spouse Abuse .....	
Suicide Help Line .....	
Swimming Pools .....	
Taxi (Military) .....	
Taxi (Cab Cards) .....	
Tickets and Tours Office .....	
Time .....	
Tour and Travel Center .....	

Transportation Management Office .....	
TRICARE Service Center and Healthcare Finder .....	1-800-931-9501
TRICARE Healthcare Information .....	1-800-213-5453
TRICARE Pharmacy Services .....	1-800-922-1557
Veterinarian .....	
Veterinary Treatment Facility (on post) .....	
Volunteer Opportunities .....	

## CONSIDERATIONS FOR RESERVE COMPONENTS

Rear detachment operations are handled differently in U.S. Army Reserve (USAR) and National Guard units. With personnel limitations when not activated and occasional personnel shortages when activated and deployed, guard and reserve units are not structured to establish and maintain rear detachment operations as active duty units are.

Differences exist in each unit's approach to rear detachment operations. Due to the size of the area encompassing a unit—such as a state, or in the case of a reserve unit—perhaps several states, necessity becomes the mother of invention in terms of rear detachment operations.

One state published a family assistance plan to assist the National Guard RDC. (A sample plan is shown on page 31.) The unit employed recruiting and retention personnel to organize and execute rear detachment operations. While this is standard procedure and recommended by the National Guard Bureau, not all states find it effective.

Another state put their dollars and efforts into developing 14 family assistance/readiness centers across the large state, which were staffed with ADSW (Active Duty for Special Work) personnel. At the unit armories, each office was equipped with telephones and an official vehicle. They also put several family assistance coordinators on contract to assist with the workload generated by a large mobilization of the unit.

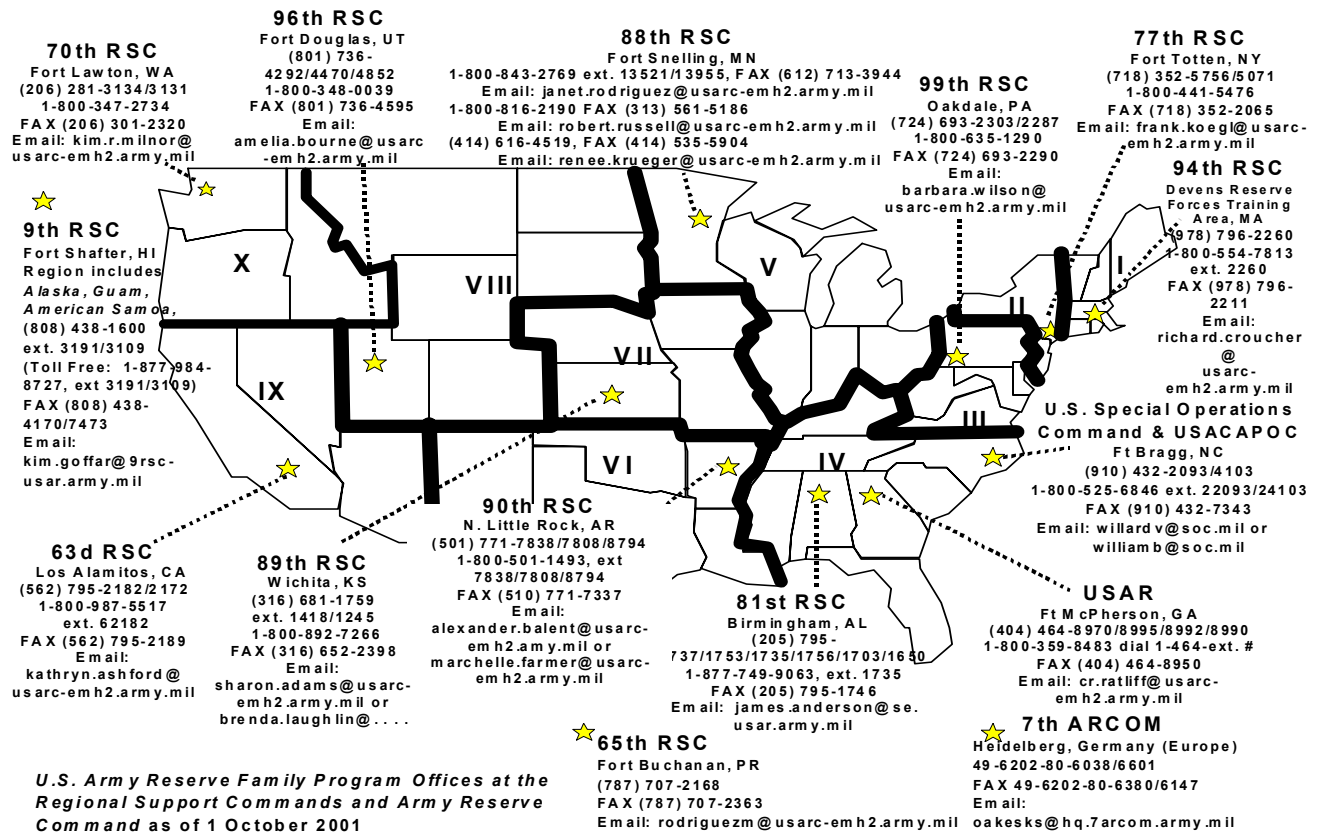
Army reserve units typically conduct rear detachment operations in different ways. Not all USAR units need rear detachments. Often, only a portion of the reserve unit is deployed, known as the DUIC (Derivative Unit Identification Code), and is comprised of reservists from several units. Since the entire unit does not deploy, no rear detachment is necessary.

In the case of a major deployment, the unit administrative technician serves as the rear detachment commander. If he is called up in a reserve mobilization, most likely the retention NCO picks up the responsibility of the rear detachment.

There are times a reserve unit will set up a family assistance center, usually in a predeployment situation and later upon redeployment to assist families in transitions to and from active duty.

**For additional information on reserve component rear detachment operations, see the CALL newsletter on page 36 of this handbook.**

## U.S. Army Reserve State Family Program Offices





## **Sample State (National Guard) Family Assistance Plan**

1. **PURPOSE.** To provide guidance to state National Guard units in identifying family assistance support requirements, responsibilities, and procedures necessary to accomplish mobilization.

### **2. CONCEPT**

- a. Members of the state Army and Air National Guard will be ordered to active duty in support of community, state, and federal missions. Many personnel will be leaving families, who will require individual assistance and guidance to minimize the inconvenience as a result of their sponsor's call to active duty.
- b. Families who are not within commuting distance of military installations will more likely be using state and/or federal agencies instead of military agencies to assist them in financial support, legal affairs, housing, social services, and medical care.
- c. As much preparation as possible should be completed prior to actual mobilization. Essential family assistance tasks that must be accomplished prior to the unit's movement should be established and initiated.
- d. This appendix will be used to accomplish all family assistance actions required for all phases of mobilization.

### **3. RESPONSIBILITIES**

- a. The Director, Joint Staff Division (State Family Program Coordinator Office [SFPC]) will:
  - (1) Organize, train, and plan execution for coordination of family assistance for all military families within the state.
  - (2) Establish a family assistance program implementable by all units of the state Army and Air National Guard.
  - (3) Develop specific procedures for attaining and maintaining high levels of assistance at all echelons of command.
  - (4) Coordinate family assistance for those areas beyond the support capability of military facilities.
- b. The recruiting and retention (R&R) manager (DET 5 STARC), in coordination with the SFPC, will:
  - (1) Organize, plan, and execute Family Assistance Center operations. This includes designation of both primary and alternate FAC sites, designation of R&R NCOs to conduct family assistance officer operations, obtaining necessary FAC equipment, and supervising actual FAC operations. FACs work as augmentation to the work accomplished by unit rear detachment family assistance.

- (2) Coordinate, with input and participation of SFPC, initial and annual sustainment training for all R&R NCOs assigned Family Assistance Center duties. This training must, as a minimum, include the following subject areas: FAC setup/operation, DEERS enrollment, family member ID cards, current TRICARE information, ESGR (Employer Support of Guard and Reserve), legal/finance assistance issues, and the role of the FAC with unit Operation READY families teams.
- c. All senior/intermediate commanders will:
- (1) Furnish subordinate units with guidance/instruction relative to command requirements to implement the provisions of this appendix.
  - (2) Ensure compliance with this appendix throughout every level of the command.
  - (3) Encourage and provide guidance to the establishment and maintenance of an active Operation READY families team throughout the command, including senior/intermediate command headquarters. The Operation READY families team is made up of volunteers and military members who desire to work as a core group to ensure family members (spouses, parents, siblings, extended family, significant others, etc.) of the command are involved in unit readiness through activities such as briefings, training conferences, family days, telephone/e-mail communication trees, newsletters, etc.
  - (4) Designate a military member to act as the command Military Point of Contact (MPOC) for Family. The MPOC should be of sufficient rank and possess the appropriate empathy to ensure family issues are given the focus they deserve. Duties of the MPOC include:
    - (a) Coordinate with unit level MPOCs in the execution of a structured family readiness program throughout the senior/intermediate command.
    - (b) Act as the clearinghouse for community resource rosters (for each primary community where command families live) developed by MPOCs at each unit of the command.
    - (c) Work with the command Operation READY families team to ensure it has the resources/information it requires to establish and maintain effective activities.
    - (d) Coordinate training for family volunteers and military members who are active members of the unit Operation READY families team.
    - (e) Establish and maintain contact with the assigned area R&R NCO. Ensure the R&R NCO is involved in any planning for family readiness issues.
  - (5) On deployment of subordinate unit(s), command ensures continuity of family assistance to the family members left behind. The primary function will be to establish and support a system of unit rear detachment family assistance.
- d. Unit commanders (to all levels) will:
- (1) Comply with all requirements of this appendix.

- (2) Encourage and provide guidance to the establishment and maintenance of an active Operation READY families team in the unit. The Operation READY families team is made up of volunteers and military members who desire to work as a core group to ensure family members (spouses, parents, siblings, extended family, significant others, etc.) of the unit are involved in unit readiness through activities such as briefings, training conferences, family days, telephone/e-mail information trees, newsletters, etc.
- (3) Designate an individual to act as the MPOC for family readiness for the unit. The MPOC should be of sufficient rank and possess the appropriate empathy to ensure family issues are given the focus they deserve. Duties of the MPOC include:
  - (a) Develop comprehensive community resource rosters for services needed by Guard families during both peacetime and mobilization. Rosters should be developed for each primary community where unit families live.
  - (b) Work with the unit Operation READY families team, as command liaison, to ensure it has the resources/information/guidance required to establish and maintain effective operations.
  - (c) Establish and maintain contact with the assigned R&R NCO for family assistance. Ensure the R&R NCO is involved in any planning for family readiness issues.
  - (d) Coordinate an annual briefing for the unit's families residing locally, and inform them of their position in the event of mobilization, stressing sources of information and assistance available to them in such a situation. Particular emphasis must be given to the mobilization briefing (given after the unit is alerted for active duty during an actual mobilization). This periodic briefing should utilize both military and civilian agencies (e.g., American Red Cross, Judge Advocate General's Corps [JAGC] officer, chaplain, recruiting and retention personnel, employer support personnel, finance personnel etc.). Briefings are to receive maximum publicity/leadership support to ensure maximum participation. Ensure personnel will be briefed concerning their responsibilities to keep personal affairs in order and directed to agencies that can provide personal assistance. As a minimum:
    - 1. All personnel will receive this information upon joining the unit.
    - 2. A refresher briefing will be conducted annually for all unit personnel and their dependents.
    - 3. Annual briefings will be reflected on unit training schedules by annotating schedules to reflect "Personal Affairs Briefing."
  - (e) Assist families with personal affairs problems to the point of either resolving the problem or referral of the family member to the appropriate state, federal, or military agency.
- (4) Integrate family readiness tasks into as many unit activities as possible.

(5) Accomplish as many family readiness tasks during phases I and II as possible.

(6) As a minimum, during each phase of mobilization, complete the following family readiness tasks:

(a) Phase I: Planning.

1. Authorize and conduct periodic briefings for families of unit members as stated in para d(3)(d), above.
2. Complete/maintain DD Forms 1172 for all eligible family members of unit members using guidance on form preparation provided in AR 600-20.
3. Establish and actively support a Operation READY families team for the unit. Basic elements of the team include a core group of volunteer family members who work to provide unit chain of concern (family equivalent to the unit chain of command) organization, a tested telephone tree of all spouses and other interested family members for conveying important information, and periodic (based on the needs and desires of the unit) meetings/activities.

(b) Phase II: Alert.

1. Conduct a family members' briefing based on para d(2)(d) above.
2. Issue "State National Guard Family Predeployment Handbook" guides to family members/significant others.
3. Coordinate to complete all administrative tasks concerning family legal/health benefits issues including DEERS enrollment, wills/powers of attorney, and issuance of ID cards.
4. Complete an Operation READY families readiness checklist for every deploying Guardmember. This checklist will be used by ONLY the unit rear detachment and the volunteer Operation READY families team to accomplish their official duties. The information on the checklist is covered by the Privacy Act and will not be shared outside the rear detachment and team.
5. Complete and verify the family member alert informational communication (telephone/e-mail) tree.
6. Expand Operation READY families team activities to include all family members and other interested individuals. Establish an effective communication system to ensure the deploying MPOC, unit rear detachment, and Operation READY families team can provide essential information during the deployment.

(c) Phase III: HS. Complete any tasks not accomplished in phases I or II.

- e. Individual Guardmembers. Each Guardmember has primary responsibility to ensure his/her families' preparation prior to departure from HS. The Guardmember should encourage family attendance at information, periodic, and mobilization briefings; pass information from the unit to his/her family; and, as a minimum, ensure that all information in his/her file concerning his family is up-to-date every six months.

## **Family Readiness for the Reserve Component**

### **CALL Newsletter 01-20 Dec 01**

*Excerpted from the Center for Army Lessons Learned Newsletter No. 01-20, December 2001. Available from <http://call.army.mil>*

#### ***The Rear Detachment Commander in RC Units***

The rear detachment commander is commonplace for AC units preparing for deployment. RDCs are not so commonplace in the RC. This section will identify duties and responsibilities for an RDC. Keep in mind, selection of the RDC may depend on how many units are deploying from a particular Regional Support Command (RSC) or State Area Command (STARAC). A full-time family readiness representative may handle the RDC duties if one or two units are deployed. Any more than that, an additional person may be required. If there is a strong Family Readiness Group in each deploying unit, then one RDC should be able to support several units. Select an RDC who would be geographically accessible and able to work at the Family Assistance Center (FAC). The overall success of a Family Readiness Program will depend on the relationship between the RDC and the family members.

An RDC should be knowledgeable in the available community services and support agencies that can help the families of deployed soldiers care for themselves. Listed below are suggested responsibilities of the RC RDC.

- Collect information on guardians of minor children.
- Ensure guardian/children receive information on the deployed unit.
- Encourage guardians to use Family Assistance Centers and to join Family Readiness Groups.
- Monitor “at risk” situations.
- Account for family members and rear detachment (stay behind) soldiers.
- Implement a family readiness plan in coordination with the unit Family Readiness Coordinator.
- Provide unit information systems, facilities, and resources to the FRG.
- Provide information flow between the deployed unit and family members.
- Conduct information briefing before deployment.
- Provide regular and accurate command information.
- Utilize various media (newsletters, briefings, bulletin boards).
- Ensure family members, guardians of minor children, and relatives of single soldiers know how to contact the RDC.
- Publish rear detachment phone numbers and contact points.

- Provide access to unit facilities as meeting places (day rooms, chapels, theaters, etc.).
- Monitor fundraising activities.
- Promote volunteer involvement (letters, invitations, and briefings).
- Ensure FRG members receive appropriate training. (The Army Reserves conducts a Family Program Academy; the National Guard conducts the training by state.)
- Validate authorized support to FRGs.
- Provide assistance requiring official action.
- Monitor family care plans (only after unit deploys).
- Forward mail for deployed soldiers.
- Distribute and forward leave and earnings statements (LES).
- Control storage, security, and accountability of POVs of deployed soldiers. (RC can provide limited security for POVs **ONLY** if parked on armory property.)
- Secure and account for unit property remaining in the rear.
- Provide FAC with a family member roster.
- Require soldiers to complete information questionnaire on family when processing for deployment. (For National Guard and Army Reserve, this item will be handled during home station activities prior to mobilization.) This questionnaire, which requires a privacy act statement to release to the FRG, should contain the following:
  - Name of soldier.
  - Name of spouse/next of kin (NOK)/guardian of minor children.
  - Address.
  - Phone numbers (work and home).
  - Location of children's schools.
  - Spouse/NOK/guardian's ability to speak English.
  - Any physical, mental, or financial conditions requiring monitoring.
  - Spouse/guardian/NOK address.
  - For single soldiers: A designated family member to receive information.

The RDC is responsible for implementing the family readiness plan. The RDC does not act alone; he works in cooperation and coordination with the unit FRG lead volunteer. The relationship between the RDC and the lead volunteer is crucial to the success of any family support plan. RDCs need to see the unit FRG volunteers as a force multiplier. Unit FRG and the RDC work together to:

- Support family members during all phases of deployment.

- Identify needs (equipment, facilities, etc.) of the FRGs.
- Set up the organizational structure of the FRG with respect to the chain of command.
- Develop and implement a security program to ensure the proper precautions are in place.
- Develop casualty notification procedures.

### Key Lessons Learned

- An RDC should be geographically accessible and able to work at the Family Assistance Center.
- An RDC should be knowledgeable in the available community services and support agencies.
- The relationship between the RDC and the lead volunteer is crucial to the success of any family support plan.

### *Lessons from the Texas Guard*

Stabilization Force (SFOR) 7 consisted of the 49th Armor Division (Texas National Guard or TXARNG). They received word of their deployment about two years prior. This was because they were being sent to the Balkans as the command and control (C2) of the Multi-National Division (North) (MND-N). The commanding general indicated that his intent for providing support for the families of the deploying soldiers fell into three areas. The first goal was to emphasize education. Quite simply, you cannot do what you do not know. Therefore, it was important to plan for the sharing of information about the benefits and services to the Guard families while the soldiers were on active duty status. The second goal was to set up a system to enhance family-soldier communications. Good communications reduce family stress and problems. The Family Readiness Center, with e-mail and video-teleconferencing capabilities, was the core of this effort. The third goal was to create a program that would build community. The desired end state was to ensure that no family was isolated from Guard and military resources and support during the deployment. As one can probably guess, each of these goals spreads out in numerous directions with specific tasks, such as coordinating FRGs, newsletters, phone trees, web pages, community events, and so on. The National Guard Division headquarters that was deployed to Bosnia-Herzegovina performed their mission of family readiness exceptionally well. They exhibited creative and detailed plans to get support to the families even if the families could not get to the support. Their program is one of the many success stories in the RC and should be used as a model for future RC deployments.



## The TXARNG Family Readiness Center and FRGs

The National Guard Division headquarters, supported by the State Area Command, took care of the many families of the deployed soldiers of the National Guard. They did this by ensuring that the families:

- were self-reliant and could take care of themselves,
- had an inner circle of close friends and family to aid them,
- were supported by the unit FRG, and
- had access to the Family Readiness Center established at state level.

This approach is exactly what the Army has been advocating since the publication of DA PAM 608-47, *A Guide to Establishing Family Support Groups*. The method of support for the spouses and families of the deployed soldiers encompasses the four-ring methodology as mentioned above.

**The first ring** is the family itself. If the soldier and the family have prepared correctly, they have thought about what might happen and have developed a plan. Many hours of training were conducted by unit FRG volunteers and the chain of command to educate families to do this. They had instruction on:

- military pay issues,
- identification cards,
- medical and dental benefits,
- American Red Cross messages,
- legal briefings, and
- other areas as deemed appropriate by the unit commander.

In this way, the spouse and dependents are self-reliant. They can handle most of the problems by themselves or at least know whom to call to get a problem solved. This builds confidence in the family unit and reduces the frustration soldiers and families may have during a potentially long deployment. Soldiers also benefit. If a soldier knows that his family is self-reliant or has the means to fix any potential problem, he can concentrate on his job and not be overly worried about what may be happening at home.

**The second ring** is the family's immediate support structure. This usually consists of close friends, neighbors, and relatives whom the family can lean on in times of difficult stress. The second ring is the first outside-the-family-unit support structure for the families. There are times that the family may be too close to see the problem or the solution. Sometimes just talking to someone outside the family can provide an objective view to solve a particularly difficult problem. If the immediate ring is composed of other military families that are part of the unit's family support group, this may help even more. Since some families are not able to attend all of the training offered, another military family might have the answer needed to help with the situation.

**The third circle** consists of the unit's FRG. Here, other military families can gather and receive emotional support, counseling, education, and instruction on the many facets of the military. This is also the first official contact the family has with the military. If the situation facing the family is military in nature, the FRG has the resources to get the problem solved quickly. This ring works on the presumption that if the family does not know what to do about a situation, then the FRG does, or it can find someone who does.

**The fourth circle** is the state- or RSC-level Family Readiness Program (FRP). This is where families come for a group of consolidated services. Since each unit FRG may not be able to make ID cards or hold a video teleconference with Bosnia, the state/RSC FRP can. They can also consolidate training and arrange for paid volunteers to assist with some areas of support. By using all of these rings of support, the only problem that cannot be solved is how to get the soldiers back early.

### Key Lessons Learned

- All units must have a functioning FRG prior to deployment.
- The unit FRG, if properly trained, can be a valuable asset to the commander in supporting the families of deployed soldiers.
- A family care plan is essential to the adequate support required by regulation when a soldier is being deployed on a peace support operation.
- The goal of the Army is for families to be self-reliant: that through the help of the unit's FRG and given the training needed, the family can take care of itself.
- The program being operated at the state level is very important and seems to be working very well for the families of deployed National Guard soldiers.

### *Family Assistance Center*

Another source of support for families is the Family Assistance Center. The National Guard Division headquarters encouraged all of their families to take advantage of the FAC. This was a very difficult task, in that FACs are always located on active duty military installations. Unlike the active duty families, Reserve Component families do not always live close to a military installation. Still, the families should have access to the benefits and services of the FAC.

Family Assistance Centers usually encompass the services of:

- The American Red Cross,
- The Army Community Services (loan closet),
- Army Emergency Relief,
- Community Mental Health Services,
- Legal Assistance Staff, and
- Miscellaneous (vet, sitters, financial advisor).

Some unit FRGs attempted to get buses or some other means of transportation for families to occasionally visit military installations. There are other creative and innovative methods to get the services to the families if necessary.

#### Key Lessons Learned

- FRGs can make travel arrangements for families to visit active duty installations so they can take advantage of the FAC services.
- The Family Readiness Program at the state level can arrange for the services, normally offered only at active duty posts, to be brought to the families.

# **SAMPLE STANDARD OPERATING PROCEDURES FOR REAR DETACHMENT OPERATIONS**

This sample rear detachment SOP was provided by the Fort Hood, Army Community Service, Soldier and Family Readiness Branch, Mobilization and Deployment Program. Feel free to modify this SOP to meet the needs of your unit. The use of ***bold and italicized text*** throughout this SOP indicates a place where specific unit information should be used.

## **References:**

- AR 600-20 Command Policy (Draft), DA PAM 608-47, Establishing Family Support Groups, and
- Operation READY publications: *The Army Family Readiness Handbook*, *The Army FRG Leader's Handbook*, and *Soldier/Family Deployment Survival Handbook*.

**1. Situation.** To provide guidance to support deployment operations, rear detachment operations, family readiness group activities, meetings, and subsequent unit redeployment.

a. General. This rear detachment standing operating procedure provides guidance in the areas of predeployment, personnel, security, operations, and supply actions.

b. Intent. This SOP gives the rear detachment commander and NCOIC guidance in the absence of the commander. It ensures a successful transition from garrison operations to field operations and redeployment back to garrison operations. The commander will resume duties and responsibilities as commander upon his/her return.

**2. Predeployment.** The rear detachment commander will:

a. Schedule an appointment with both the unit commander and CSM to collect guidance from the unit leadership on what is expected of the rear detachment during the deployment. See *ANNEX 1* (pages 52–55) for a predeployment checklist.

b. Collect family assistance data (see *ANNEX 2* [pages 56–57]) during the unit SRP. Collection of family assistance data will ensure that the rear detachment can contact and assist the family member during emergencies and provide the family with necessary information.

c. Plan and schedule a predeployment briefing with the unit leadership (including the Family Readiness Group leaders) for all soldiers and family members. The briefing should include the commander, CSM, Family Readiness Group leaders, rear detachment leadership, Army Community Service representative, American Red Cross, TRICARE representative, legal assistance representative, and the unit chaplain. (See Operation READY *Army Family Readiness Handbook*, pages 49-54, 71-72.)

d. Develop a family assistance handbook to provide basic phone numbers and information to the unit family members. (See the Operation READY *Soldier/Family Deployment Survival Handbook* for a model family assistance handbook.)

e. Ensure the commander briefs the family members on the criteria for early return/redeployment of the individual soldier. Early redeployment criteria is usually the death of an immediate family member.

f. Coordinate with the unit FRG leaders to provide support and assistance for FRG events during the deployment and homecoming events.

### **3. Personnel.**

#### **a. PAC Operations.**

(1) All PAC operations will continue throughout the deployment during the day, and SIDPERS transactions will occur at Battalion and Brigade PAC.

(2) Times of operations will be posted in the PAC.

(3) In/out processing will continue throughout any deployment.

(4) Specific guidance concerning PAC operations will be published by the Brigade S-1 no later than D+4.

(5) The S-1 will provide the rear detachment chain of command with a point of contact and telephone number for photocopier repair and an updated alert roster for all companies and detachments.

(6) The S-1 will prepare and publish assumption of rear detachment command order for the rear detachment commander. Orders for battalion rear detachment commanders will include UCMJ authority.

(7) The S-1 will collect 100 percent of all SRP packets of deploying soldiers and will consolidate the packets for the rear detachment commander and NCOIC. SRP packets will be made accessible to the RDC personnel. SRP packets of any attached units will also be included.

(8) A PAC slip will be obtained from the rear detachment S-1 NCOIC prior to any rear detachment soldier going to the next higher headquarters PAC office.

(9) All OERs/NCOERs are due to the S-1 \_\_\_\_ ***(fill in blank with appropriate number of days)*** working days before the first day of the month prior to deployment.

(10) Soldiers going on sick call will report to the rear detachment NCIOC no later than \_\_\_\_ ***(fill in blank with appropriate hours)*** hours, at which time the soldier will receive and fill out a DD Form 689 (sick-call slip). The soldier will report to the supporting aid station for sick-call evaluation.

#### **b. Leave and Earning Statements.**

(1) Soliders are required to sign a release statement to allow the pick up of their LES by their family members. Authorization forms will be available at all SRPs and/or through the PAC. See ***Annex 3*** (page 58) authorization form. Family members will be stated by name on the release form. No LESs will be given to family members without a signed authorization form.

(2) Authorized family members must present identification (military ID card) in order to obtain a copy of their spouse's LES.

(3) Family members authorized to pick up a soldier's LES will only receive a photocopy of the respective LES. All original LESs will be maintained by the S-1 NCOIC and will be given to the deployed units/soldiers upon redeployment.

c. Mail Operations.

(1) All mail to the deployed soldiers should be addressed to:

Soldier's rank and name

Social Security number

***Full unit designation***

***Installation and zip code***

(2) Packages sent by friends and/or family members will be forwarded using the above address. Packages should be no larger than a shoebox; large packages may be difficult to transport and may be held until the soldier redeployes.

(3) The cut off date for mailing items to soldiers will be a minimum of one week prior to the redeployment window. Overseas deployment will require a mail cut off date of two weeks prior to the redeployment. Dates for redeployment will be announced at the unit Family Readiness Group meetings and in the unit Family Readiness Group's newsletters only when these dates are cleared and authorized for release.

(4) Unit Mail Clerks will assist the rear detachment and the Family Readiness Group with mailing unit Family Readiness Group newsletters and flyers once the newsletters have been properly addressed. Mail clerks will take advantage of free Family Readiness Group newsletter mailing opportunities when possible.

d. Family Emergency.

(1) In case of a family emergency, the family should immediately notify the rear detachment commander or the NCOIC at \_\_\_\_\_ ***(fill in blank with contact information)***.

(2) Upon notification of a family emergency, the rear detachment chain of command will either assist the family in making phone calls to the appropriate agencies or personally make the phone call to the appropriate agency for the family.

(3) Rear detachment chain of command will notify the respective soldier's commander and furnish a report of actions taken.

(4) Early redeployment criteria will be established by the commander before the deployment. The most common early redeployment criteria is death of immediate family member. In all cases, the rear detachment staff will notify the commander and the unit chaplain providing religious support for the deploying families of the family situation.

e. Emergency Leave and Assistance.

(1) In the event that an immediate family member becomes seriously injured, ill, or dies, the Red Cross will, upon request, notify the soldier wherever he/she is deployed.

(2) American Red Cross procedures. Instruct the family member to call the Red Cross at: \_\_\_\_\_ ***(fill in blank with phone number)***.

f. Routine Information on the Unit's Operations.

(1) The rear detachment chain of command will maintain an answering machine on a unit telephone \_\_\_\_\_ (*fill in blank with phone number*), with an updated message on the current operation of the deployed unit.

(2) Provide family members with information on where they can send e-mail messages to the deployed unit using AKO accounts if practical.

(3) Provide family members with information on where and when any video teleconferences are scheduled with the deployed unit.

g. Family Readiness Group.

(1) Each unit will maintain a Family Readiness Group (FRG) leader on appointment orders. This FRG leader will have direct access to the rear detachment commander. In turn, these FRG leaders will inform spouses through a chain of concern telephone roster. The FRG provides a means for soldiers' spouses to seek assistance or information by talking one-on-one with their respective FRG leader or telephone contact person.

(2) The FRG leader and rear detachment commander will exchange information concerning the families daily or as needed.

(3) During deployments, the FRG will host two FRG meetings a month. The rear detachment commander will attend and support these FRG meetings and events.

h. Useful Telephone Numbers. See *ANNEX 4* (page 59).

i. Publication of "Family Assistance Handbook."

(1) Publication of the Family Assistance Handbook is the responsibility of the \_\_\_\_\_ (*fill in blank with appropriate information*).

(2) The rear detachment chain of command will publish the Family Assistance Handbook no later than the last FRG meeting prior to deployment or one week prior to deployment if no FRG meeting is scheduled. Refer to the Operation READY *Soldier/Family Deployment Survival Handbook*.

#### 4. Security.

a. Personnel in the Barracks.

(1) Each unit has the responsibility to inventory and secure all items in their respective barracks rooms.

(2) Inventories will be completed in triplicate with the soldier's signature as well as an E-6 or above who will complete the inventory jointly with the soldier. One copy of the inventory will be placed in the soldier's SRP packet; one copy will be placed inside the locked container, and the last copy will be for the soldier's personal record.

(3) Each unit will maintain a log of all active seal numbers in their respective company. Each unit is required to secure one copy of their seals logged in their company area, and sign over one copy to the rear detachment NCOIC.

(4) All inventories will be complete prior to the departure of any deploying soldier.

(5) High dollar items, which cannot be secured in a soldier's room, will be stored in the respective unit's supply room. Items being stored in a unit's supply room must be inventoried in triplicate—one copy will be secured in the respective supply; one copy will be secured by the rear detachment commander, and one copy will be given to the rear detachment.

(6) All supply rooms and/or NBC rooms will be secured with a series 200 padlock during deployment.

(7) Inspections of company areas, barracks rooms, and seals will be conducted IAW paragraph 4, subparagraph G of this SOP.

(8) Lock vacated rooms, ensuring all windows are secured.

b. Personnel Living Off Post.

(1) Personnel living off post who use self-storage facilities will inform their chain of command.

(2) All items stored outside the soldier's off-post residence at self-storage facilities will be noted on a separate page of the company's seals log along with the storage location, phone number, strip map (if applicable), and method of securing.

c. POV Storage Lot.

(1) The rear detachment commander has overall responsibility for the physical security of the POV storage area and the POV keys.

(2) The rear detachment commander will appoint a soldier in the grade of E-6 or above as the rear detachment POV NCOIC. The POV NCOIC, with the assistance of the unit S-2, will accept responsibility for the security of the POV storage area and POV keys at the time of in-processing vehicles. If another unit has been designated to secure POVs, the POV NCOIC will coordinate and assist with the in-processing of the unit's POVs.

(3) For required forms for in-processing vehicles into the POV storage lot (three copies of each form listed below), see Annex \_\_\_ ***(develop your annex; forms are not provided; obtain forms from form flow)***.

(a) DD Form 788 – Private Vehicle Shipping Document for Automobile.

(b) Local Installation Form – Military Police Checklist for Vehicle Impounding Lot.

(c) Local Installation Form – Disposition of POV during Owner's Absence.

(d) Proof of ownership (copy of title or registration and copy of insurance current throughout the time period of the deployment; only one copy required).

(4) Disposition of required forms:

(a) One copy of each form mentioned above and the vehicle keys will be sealed in an envelope and maintained by the rear detachment commander.



(b) One copy of each form mentioned above, with the exception of the proof of ownership, will be placed in the passenger seat of the vehicle.

(c) The third copy of the forms will be given to the individual responsible for the vehicle.

(5) Vehicle owners will ensure all high-dollar items are removed from their vehicle.

(6) POV storage area layout requirements:

(a) Enclosed in a well-lit area with optimal visual surveillance.

(b) Enclosed with a barrier of triple-strand concertina wire placed so as to provide a ten foot clearance to the exterior and interior and anchored so that the wire cannot collapse and damage POVs.

(7) Soldiers may place their POV in storage and later have it released to another party by completing a Special Power of Attorney designating who will assume responsibility for the vehicle. The rear detachment commander will release a POV IAW the provisions of a Power of Attorney provided by the owner and will ensure the release agreement is honored.

(8) Soldiers with family members in the immediate area of the installation are not required to turn in their POVs for storage.

(9) Inspections:

(a) The unit Staff will inspect the POV storage lot IAW paragraph 4, subparagraph G to this SOP.

(b) The rear detachment OIC/NCOIC will supplement the staff duty inspections by conducting a weekly inspection of the POV storage area or when the staff duty personnel have noted a deficiency.

d. Arms Room Security.

(1) Immediately after deploying equipment and weapons are removed from the arms room, a 100 percent joint serial number inventory of the arms room will be completed by both the deploying commander and the rear detachment commander.

(2) Property accountability for non-deploying arms, ammunition, and explosives must be transferred on a DA Form 2062 to the rear detachment commander immediately after deploying equipment is removed from the arms room.

(3) Each unit must ensure that the rear detachment commander has an arms room key control custodian memo. An arms room unaccompanied access roster must be completed prior to signing for the arms room keys. Copies must also be provided to each higher headquarters S-2 (BN and BDE).

(4) Secure arms rooms with a seal recorded in the respective company's seal log book.

(5) Ensure all privately owned weapons are stored in the rear detachment commander's arms room no later than one week prior to deployment.

(6) The rear detachment commander must be prepared to accept sensitive items of soldiers returning prior to the redeployment of the main body.

(7) Upon return of the unit, the company commander and the rear detachment commander will conduct a joint, serial number inventory of their respective arms rooms prior to returning the deployed arms, ammunition, and explosives to the arms room.

e. Motorpool Security.

(1) All wheeled vehicles will be secured with a chain or the plastic coated hardened steel cable provided with the vehicle – one end of which is permanently affixed to the vehicle and secured through the steering wheel spokes with a Series 200 lock.

(2) SINCGAARS, EPLRS and MSRTs left on vehicles will be secured to the vehicle with a chain and Series 200 lock. All communication equipment will be “zeroed-out.”

(3) POL products will be secured at all times. Fuel tanks will be secured using brass locks. Fuel hoses will be secured with a chain and lock to prevent unauthorized fuel usage. Fuel tanks not in service will be banded with a seal to detect tampering or possible contamination.

(4) A key control program will be utilized in the motor pool area.

(5) The motorpool will be inspected IAW paragraph 4, subparagraph G of this SOP. The rear detachment commander and/or 1SG will supplement these inspections periodically with their own inspections.

(6) All connexes and similar storage containers will be inventoried and secured with a Series 200 lock and seal.

(7) All vehicle BII, nets, and easily pilferable items will be removed from any vehicle and secured in the unit’s connex.

(8) A joint inspection will be conducted between the unit commander and the rear detachment commander or their designated representative not later than three days prior to deployment to ensure all physical security requirements are met.

f. Key Control.

(1) Ensure that all non-deploying vehicles’ equipment, vacated building, offices, billets, and arms rooms are properly secured prior to deploying.

(2) Ensure the rear detachment commander inventories and signs for all vehicles, equipment, buildings, offices, billets, and arms room keys.

(3) All keys will be properly tagged and accompanied with a key control register.

(4) The rear detachment commander and/or 1SG will inventory keys weekly.

(5) Areas and equipment will only be unlocked for the following reasons:

(a) Conduct formal inspections directed by the rear detachment commander.

(b) Avoid damage during emergencies.

(c) Accomplish missions assigned to the rear detachment commander.

g. Staff Duty Requirements.

(1) There will be an NCO (E-5 or above) and a runner on duty 24 hours a day.

(2) Required inspections by the Staff Duty:

(a) Minimum of two inspections of the POV lot during daylight hours and a minimum of three inspections of the POV lot during the hours of darkness.

(b) Minimum of one inspection of the motor pool every two hours when not in operation.

(c) Minimum of one inspection every four hours of all company arms rooms and sealed barracks rooms.

(d) The SDNCO will conduct the following inspections at a minimum:

<u>Time Period</u>	<u>Inspections</u>	<u>Minimum # of inspections</u>
0900-1300	Arms Rooms, POV Lot	<b>2</b>
1300-1700	Arms Rooms, POV Lot	<b>TBD</b>
1700-2100	Arms Rooms, POV Lot	<b>TBD</b>
2100-0100	Arms Rooms, Motorpool, POV Lot	<b>TBD</b>
0100-0500	Arms Rooms, Barracks, POV Lot	<b>TBD</b>
0500-0900	Arms Rooms, Motorpool, POV Lot	<b>TBD</b>

(3) Specific instructions will be published by the rear detachment NCOIC and posted in the staff duty book.

h. Rear Detachment Security Manager.

(1) The rear detachment commander will appoint a soldier in the grade of E-6 or above as the security manager for the unit. The security manager will control personnel security, information security, and physical security and coordinate with the Provost Marshal Office for frequent Military Police patrols of the POV storage area.

i. Brigade S-2.

The Brigade S-2 will publish additional security guidance in an annex to the unit's deployment order.

## 5. Operations.

a. Rear Detachment Location.

(1) The rear detachment will run all operations out of the \_\_\_\_\_ (**location**).

(2) An NCO will be present in the \_\_\_\_\_ (**location**) at all times as a minimum.

b. Daily Schedule.

<u>Time</u>	<u>Reason</u>	<u>Location</u>
0630	PT	<b>TBD/TBA</b>
0900	Work Call	<b>TBD/TBA</b>

1300	Work Call	<b><i>TBD/TBA</i></b>
1330	Operations Meeting	<b><i>TBD/TBA</i></b>
1700	Final Formation	<b><i>TBD/TBA</i></b>

(1) Personnel who are clearing will be required to be at PT formation and final formation. Exceptions to this policy will be handled on a case-by case basis with the rear detachment commander and/or 1SG.

(2) Personnel requiring appointments, clearing, or business outside of the unit area will be required to sign in and out at the staff duty desk.

c. Stay Back Chain of Command. ***Modify this list to meet the needs of your unit.***

<u>Position</u>	<u>Rank</u>
Commander	O-3
1SG	E-7 or above
Unit NCOIC	E-6 or above
S-1 OIC/NCOIC	E-6 or above
S-2 OIC/NCOIC	E-6 or above
S-3 OIC/NCOIC	E-6 or above
S-4 OIC/NCOIC	E-6 or above

d. Pusher Unit Responsibility.

Arranging for a pusher detail will be the responsibility of the rear detachment chain of command. Other rear detachment responsibilities may include, but are not limited to, the following:

- (1) Bag drop details and transportation.
- (2) Transportation of troops to manifest site.
- (3) Transportation of troops after redeployment back to company areas.

Note: Details for responsibilities will be published in the unit's deployment OPORD.

e. Motor Pool.

(1) Every Monday, all vehicles in the motor pool will be started and fluids checked as a minimum. This will be done under the supervision of the unit NCOIC.

(2) ULLS activities may continue depending on the availability of an ULLS computer for rear detachment operations.

(3) Parts runs and RICL turn in will continue with the assistance of the rear detachment motorpool soldiers and rear detachment S-4.

(4) Scheduled services will continue.

(5) The rear detachment commander will inspect the motor pool formally and informally at his/her discretion.

f. Meetings for Stay Back Staff and Brigade Staff.

The brigade staff will host a meeting with the rear detachment operations staff no later than one week prior to deployment.

**6. Supply Operations.**

a. Work Orders.

The unit will submit a work order continuity book to the rear detachment S-4 no later than three working days prior to deployment.

b. Class II Pick Up will Continue as Necessary.

The brigade S-4 will ensure the rear detachment S-4 is on all appropriate signature cards.

c. Lateral Transfers.

Lateral transfers due during deployment will be completed prior to deployment. If this is not possible, supply NCOs must notify the Brigade S-4 and request an extension.

d. Reports of Survey.

Assigned reports of survey due during deployment will be completed prior to deployment.

Unit Commander

Signature Block

Commanding

## **ANNEX 1**

### **REAR DETACHMENT COMMANDER CHECKLIST**

1. Have the RDC and RDNCO graduated from the RDC course?
2. Does the unit always have an RDC on orders?
3. The unit RDC team should assemble an RDC book/SOP that outlines actions to take for:
  - a. POVs, barracks rooms, high dollar items and large items that won't fit in the soldier's wall locker.
  - b. New arriving soldiers (barracks linen, etc. – sponsor).
  - c. FRG information, events, and meetings.
  - d. Early return from deployment criteria.
  - e. Unit redeployment procedures.

#### **Sign for/update hand receipt for all remaining equipment.**

1. Inventory the arms room. Sign for, lock/secure, and seal.
2. Actions to take if the arms room alarm goes off?
3. Inventory and security of barracks rooms.
4. Storage of large items (high dollar) that won't fit in wall locker (supply room/arms room).
5. Inventory and security of POVs (triple strand concertina wire and lights). Guards, number and frequency of checks.
6. What guidance has the commander given (in writing)?
7. What guidance has the CSM given (in writing)?
8. What will be the primary means of communication during the deployment to the deployed unit commander and from the deployed unit to the rear detachment?
9. What is the early redeployment criteria (death of immediate family member, etc.)?
10. Who has UCMJ authority?
11. Assumption of commander orders.
12. Roster of rear detachment soldiers (schools, chapters, PCSs, ETSs, etc.).

#### **Roster/manifest of deploying soldiers.**

1. Are new soldiers expected to arrive during the deployment? If so, who will sponsor/train?
2. Where will stay-behind and new soldiers stay? Which barracks?

3. Will there be an S-1 representative on the rear detachment?
4. Will there be an S-4 representative (IMPAC credit card holder) on the rear detachment?
5. Will there be a BN mail room representative (E-6 or above) on the RD?
6. Establish signature card with DPW for routine work orders.
7. Are any Red Cycle taskings expected during the deployment?
8. Are there any missions the commander/CSM needs accomplished during the deployment?
9. Mailing address for the deployed unit?
10. What are the procedures if one soldier deploys and his roommate does not?
11. LES pick up for family members.
12. What is the unit's physical security plan during the deployment? Seals for all locks.
13. Does the unit rear detachment SOP need to be updated?
14. At what point or when does the rear detachment take charge of those soldiers assigned to the rear detachment?
15. Has the commander introduced the RDC to the FRG leaders (BN FRG advisory council/meeting)? Collect contact information on all FRG leaders.

**Predeployment considerations for the unit family members.**

1. Schedule a predeployment briefing for all unit family members and soldiers.

Recommended briefers:

- a. Commander/CSM
  - b. Family Readiness Group leaders
  - c. Rear detachment commander/NCOIC
  - d. Army Community Service
  - e. American Red Cross
  - f. TRICARE
  - g. Staff Judge Advocate
  - h. Unit Chaplain
2. Plan well in advance.
  3. Publish agenda (ideally mail out to all family members).
  4. Publish family member contact information phone numbers. See *Annex 4* (page 59).
  5. Provide families with checklists to help them prepare for the deployment.
  6. Collect information on all family members before deployment.

7. Coordinate with all FRG leaders. Share information on all family members.
8. Assist the FRG leader with the family member telephone roster.
9. Ensure you can contact family members during the deployment, if necessary.
10. Gather information on all immediate family members.
11. Gather info on the location of the children's schools.
12. Address and phone number for the family's next-of-kin.
13. Spouse's work address and phone number.
14. Spouse's ability to speak English.
15. Spouse's ability to drive.
16. Spouse's accessibility to savings/checking accounts.
17. Power of Attorney.
18. Screen for family members who have special needs.

### **Family support.**

1. Develop unit instructions on what to do when a family member has a problem.
2. Provide step-by-step instructions, detailing who to refer the family member to during duty hours and non-duty hours. See Operation READY, *The Army FRG Leader's Handbook*, pages 101-104, for forms to log in requests for assistance and guidance on dealing with families in crisis.
3. Provide a list of possible problems and agencies to contact for assistance.
4. Maintain a record of all family member requests for assistance during the deployment.
5. Maintain a record of follow-up actions to assist the family members during the deployment. (See Operation READY, *The Army FRG Leader's Handbook*, pages 101-104).
6. Keep the FRG leaders informed on all assistance to family members.
7. Coordinate for and provide reunion training for family members before the unit redeploys.
8. Provide information to family members on when the soldiers are returning.

### **Redeployment.**

1. When should the RD stop forwarding mail to the deployed unit?
2. Plan with the FRG leaders for a homecoming event.
3. Coordinate for a gym or another type of assembly area.
4. Coordinate transportation from the airfield.



5. Coordinate transportation of bags and equipment.
6. Coordinate for railhead operations etc.

**What is the plan for:**

1. Sensitive items accountability?
2. Sensitive item turn-in during redeployment?
3. Weapons?
4. Barracks rooms?
5. POVs?
6. Stored items?

**Who will be coming back on the first flight?**

Unit armor.

1SG.

S-2 (POVs).

Supply (prep office and re-issue stored high dollar items).

**When will the returning unit assume the staff duty responsibilities from the RDC?**

## ANNEX 2

### FAMILY ASSISTANCE INFORMATION SHEET

#### PRIVACY ACT STATEMENT

AUTHORITY: Title 10, USC, Section 3012. PRINCIPLE PURPOSES: To assist Army Agencies and Commands in their mission of providing care and assistance to families of Service members who are required to be away from their home station. ROUTINE USES: (1) To identify specific problems and service needs of soldiers and their families. (2) To gather data that will assist in the development of appropriate programs and services. (3) To serve as a record of services provided. MANDATORY OR VOLUNTARY DISCLOSURE AND EFFECT ON INDIVIDUAL NOT PROVIDING INFORMATION: Voluntary information is required to assist the individual and his/her family members. Failure to provide the required information could result in a delay in providing assistance to the individual and/or family members.

#### 1. Sponsor Information:

Name: \_\_\_\_\_ Rank/Grade: \_\_\_\_\_ SSN: \_\_\_\_\_

Address: \_\_\_\_\_  
Street City State Country Zip

Home Phone Number w/Area Code: \_\_\_\_\_

2. Military Status: Active \_\_\_\_\_ National Guard \_\_\_\_\_ USAR (TPU) \_\_\_\_\_ USAR(IMA) \_\_\_\_\_ USAR (IRR) \_\_\_\_\_ CIV \_\_\_\_\_

Unit: \_\_\_\_\_ Unit Address: \_\_\_\_\_

3. Marital Status: Single \_\_\_\_\_ Married \_\_\_\_\_ Divorced \_\_\_\_\_

(Name of Ex-Spouse) \_\_\_\_\_

4. Spouse's Name: \_\_\_\_\_

5. Children: Yes \_\_\_\_\_ No \_\_\_\_\_

Name(s)	Age	Address
_____	_____	_____
_____	_____	_____
_____	_____	_____

#### 6. Primary Next of Kin (PNOK)

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

Address: \_\_\_\_\_  
Street City State Country Zip

Home Phone Number w/ Area Code: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

Native language spoken by spouse/PNOK: \_\_\_\_\_

Nearest military installation to your Spouse/PNOK: \_\_\_\_\_

## ANNEX 2

### FAMILY ASSISTANCE INFORMATION SHEET (continued)

#### 7. Secondary Next Of Kin (SNOK)

Name: \_\_\_\_\_ Relationship: \_\_\_\_\_

Address: \_\_\_\_\_  
Street City State Country Zip

Home Phone Number w/ Area Code: \_\_\_\_\_

8. Evaluate potential family problems/concerns during your absence: \_\_\_\_\_

A. Special Needs. Are there special needs in your family? Yes\_\_\_ No\_\_\_

If yes, state problem and assistance needed: \_\_\_\_\_

B. Financial. What arrangements have been made to provide financial support to spouse/children?  
Check to Bank (Sure Pay)\_\_\_ Allotment\_\_\_ Other, Specify \_\_\_\_\_

C. Housing. Will your family (spouse/children) relocate as a result of this deployment?

Yes\_\_\_ No\_\_\_

If yes, relocation address: \_\_\_\_\_  
Street City State Country Zip

Phone Number w/ Area Code: \_\_\_\_\_

If no, are there any concerns about current housing situations? Specify.

D. Transportation. Does your spouse/PNOK drive? Yes\_\_\_ No\_\_\_

Will transportation be a problem during your absence? No\_\_\_ Yes\_\_\_

Explain: \_\_\_\_\_

E. List any other pertinent issues that will have an adverse effect on your deployment: \_\_\_\_\_

#### 9. Family Documents Checklist. Do you or your family members have the following documents?

ID Cards Yes\_\_\_ No\_\_\_

Power of Attorney Yes\_\_\_ No\_\_\_

Family care plan Yes\_\_\_ No\_\_\_

(Single parent, dual-military couples, or pregnant soldiers) If yes, does the family care provider have installation access letter? Yes\_\_\_ No\_\_\_

#### 10. Would you like your family member to be contacted by the Family Readiness Group?

Yes\_\_\_ No\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**ANNEX 3**

**LEAVE AND EARNING STATEMENT (LES) RELEASE**  
**(Please Print)**

I \_\_\_\_\_, assigned to \_\_\_\_\_  
(rank/name) (unit)

authorize \_\_\_\_\_ to pick up my LES  
(spouse's name)

at the unit S-1 during the period \_\_\_\_\_

through \_\_\_\_\_.

I understand that my family member will receive a copy of my LES, and the unit will retain the original LES until my return.

Signature \_\_\_\_\_

## ANNEX 4

### USEFUL TELEPHONE NUMBERS

Name	Phone #
Rear Detachment Commander _____	_____
Rear Detachment 1SG/NCOIC _____	_____
Platoon Leader/SGT's Spouse _____	_____
Unit Commander/1SG's Spouse _____	_____

### Family Phone Guide

Spouse's Social Security Number \_\_\_\_\_

Unit Company \_\_\_\_\_

Battalion Brigade \_\_\_\_\_

Spouse's Company Commander \_\_\_\_\_

NCO in Charge \_\_\_\_\_ Phone # \_\_\_\_\_

Rear Detachment Commander \_\_\_\_\_ Phone # \_\_\_\_\_

Family Readiness Group Contact \_\_\_\_\_ Phone # \_\_\_\_\_

Unit Chaplain \_\_\_\_\_ Phone # \_\_\_\_\_

